

- **Communicating the change vision.** To effectively communicate a vision, one must keep it simple. The message is understood best if it is communicated with simple elegance.
- **Empowering broad-based action.** Major change can rarely be successful unless many people assist. Members of the changing organization cannot, or will not help if they feel powerless to do so. Therefore, if change is to take place, leadership must empower a broad base of people to take action. Never underestimate the power of a trained and supportive workforce.
- **Generating short-term wins.** A good vision is the key to the long-term success of change, but without short-term successes, even the best vision can be blinded.
- **Consolidating gains and producing more change.** Irrational and political resistance to change never fully dissipates—even after early progress is made toward the vision. This leads to one of Kotter's cardinal rules: "Whenever you let up before the job is done, critical momentum can be lost and regression may follow." For this reason, a coalition must use the credibility afforded by short-term wins to tackle additional and bigger change projects.
- **Anchor new approaches in the culture.** The challenge here is to graft the new changes onto the old roots of the organization while killing off the inconsistent pieces. It is important to remember that a cultural shift does not precede change, but instead follows it. Changes will only sink in after

it is made clear that the new way of doing business is far superior to the old.

"I hope these guidelines will help each of you become the type of leader who can deal effectively with change—you must either learn to make change work for you and your organization or be left behind."

In closing, Bolton said, "what will never change is the need for having the best trained, best led, and best equipped armed forces on the planet—deployed rapidly at precisely the right time, the right place, and with the right support structure."

"We face the future together, he told the graduates, and you will make it happen."

## AUG 6, 2002 ALDRIDGE REPORTS TO SECRETARY OF DEFENSE ON TOP 5 PRIORITIES FOR AT&L

### Priority 1

**Continue Progress on the 5 Goals I Set for Myself in May 2001.** Goal 1: Improve the credibility and effectiveness of the acquisition and logistics support process; Goal 2: Revitalize the quality and morale of the DoD AT&L workforce; Goal 3: Improve the health of the defense industrial base; Goal 4: Rationalize the weapon systems and infrastructure with the defense strategy; Goal 5: Initiate high leverage technologies to create the warfighting capabilities and strategies of the future.

### Priority 2

**"Re-engineer" the AT&L Organization.** Eliminate marginal activities, transfer functions that can be better accomplished elsewhere, enhance those higher priority activities, and improve the responsiveness and efficiency of the organization. Emphasize policy and oversight versus management.

### Priority 3

**Develop an "Acquisition Excellence" Plan for All Major Weapon Systems.** Apply the new acquisition rules to all new major weapon systems to reduce acquisition cycle time, minimize program risks, and maintain stability. Keep the Joint Strike Fighter (JSF) on-track; implement a deployment plan for missile defense; decide the architecture for the Army's Future Combat System (FCS); establish a development plan for the Navy's DD-X program;

develop a balanced program for "information dominance"; rationalize the next generation of platforms for a new "strategic forces posture"; complete the road map for Unmanned Aerial Vehicles (UAVs) and Unmanned Combat Air Vehicles (UCAVs), and complete the plan for the development and production of precision munitions.

### Priority 4

**Complete the Plan for the "Future Logistics Enterprise."** Develop and implement the approach for "end-to-end distribution" of supplies, parts and equipment, through a shared data environment and a new "demand management system," to reduce customer wait time, maximize customer satisfaction, reduce costs, and minimize inventories of supplies. Determine the proper organizational structure to implement the new logistics enterprise.

### Priority 5

**Accelerate the Flow of Technology to the Warfighter.** As the AT&L contribution to winning the war on terrorism, expand the use of Advanced Concept Technology Demonstrations, revitalize the Technology Transition Office, increase the budget for Science and Technology, restore the Defense Advanced Research Projects Agency (DARPA) to high-risk/high-payoff focus, continue to identify counterterrorism technologies, and support expanded joint experimentation.